Understanding yourself to make the best impact in your team and on patient care in your locality

17th - 18th June 2016
St Johns Hotel, Solihull
Communicating who you are and being authentic

Noel Baxter

Inspiring best practice in respiratory care
Five forms of **POWER**

**Legitimate** – this comes from the belief that a person has the formal right to make demands, and to expect compliance and obedience from others

**Reward** – this results from one person’s ability to compensate another for compliance

**Expert** – this is based on a person’s superior skill and knowledge

**Referent** – this is the result of a person’s perceived attractiveness, worthiness, and right to respect from others

**Coercive** – this comes from the belief that a person can punish others for noncompliance

*John French and Bertram Raven (1959)*
Power and Empowerment

A positive force for the individual and collective capacity to effect change.

**Power over** – most commonly used definition, often negative connotations (win-lose, my power diminishes yours, etc); leading to alternative expressions…

**Power with** – alliances, common ground, partnership, which is informed by…

**Power to** – unique potential of every individual to shape own world, which is formed by…

**Power within** – inner self-confidence, self-worth, adversity overcome, etc

*Lisa VeneKlasenand Valerie Miller (1998)*
What have I achieved that I am really proud of? 
What are the behaviours that have helped me do that? 
What are the skills, capabilities and qualities that have helped me do that? 
What are my values, passions and beliefs that underpin these?

I am powerful because...
Learning how to use your personality and leadership style to get the best outcome when you encounter conflict
Two types of conflict

Warranted
Unwarranted

From Relationship Awareness Theory

The basis of Strength Deployment Inventory
Elias H. Porter (1914-1987)
WARRANTED CONFLICT

“Warranted conflict occurs when the people involved do not agree on the desired outcome”
UNWARRANTED CONFLICT

“Unwarranted conflict occurs when there is agreement as to the goal, but disagreement in the approach to accomplishing the goal”
Strength Deployment Inventory & Motivational Value Systems

**Altrtustic-Nurturing**
Concern for the protection, growth and welfare of others

**Assertive-Directing**
Concern for task accomplishment
Concern for organisation of people, time, money and other any resources to achieve desired results

**Analytic**
Concern for assurance that things have been properly thought out
Concern for meaningful order being established and maintained
Your Conflict Sequence

Conflict occurs when a person is faced with a situation that threatens their sense of self-worth or value.

The goal when faced with this is to return to the style of relating that a person normally prefers to use that makes them feel good about self.
Sadly…

Your “Conflict Sequence” is predictable

Conflict has three progressively serious stages

However …

It can be resolved at any point during the sequence
## Your sequence?

<table>
<thead>
<tr>
<th>Conflict Stage</th>
<th>Where the focus sits</th>
<th>Green</th>
<th>Red</th>
<th>Blue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Me</td>
<td><strong>Accommodate the other person</strong></td>
<td>Rise to the challenge</td>
<td>Be prudently cautious</td>
</tr>
<tr>
<td></td>
<td>The Problem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Me</td>
<td>Give in and let them have their way</td>
<td>Fight off the opposition</td>
<td>Try to escape</td>
</tr>
<tr>
<td></td>
<td>The Problem</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Me</td>
<td><strong>Feel defeated</strong></td>
<td>Fight for your life</td>
<td>Retreat completely</td>
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Inspiring best practice in respiratory care
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UNWARRANTED CONFLICT

“Unwarranted conflict occurs when there is agreement as to the goal, but disagreement in the approach to accomplishing the goal”
Possible solutions

● Be self aware – what is driving your position?
● Be curious
● Can you learn from the differences you have?
● Can you improve on the outcome by combining the passion you both have?
Thomas-Kilmann Conflict Mode Instrument

Leadership Academy

COMPETING

COMPROMISING

AVOIDING

ACCOMMODATING

Uncooperative  Cooperative

Unassertive  Assertive

COOPERATIVENESS
Top tip – Assertion model

● What I like……

● What I don’t like…..

● What I want……

● If you do……

● If you don’t…..